

Strategic plan

2025
to 2029



clements centre

Serving the Cowichan Region since 1957



Hope.
Belonging.
Independence.

Message from the Board Chair

Clements Centre Strategic Plan 2025-2029

On behalf of the Board of Directors, I'm honoured to endorse the Clements Centre Society Strategic Plan for 2025-2029 – a plan grounded in community, guided by values, and shaped by a deep commitment to the people we serve.

Clements Centre has been a part of the fabric of the Cowichan Region for 67 years. This plan builds on that foundation. It reflects who we are, where we have come from, and – most importantly – where we need to go. It sets out clear goals to expand services, strengthen relationships, and invest in people and infrastructure that makes our work possible.

The plan deepens our commitment to reconciliation, prioritizes meaningful partnerships, and charts a course to expand and sustain services that meet the evolving needs of children, youth, adults, and caregivers. It also addresses critical challenges—such as workforce shortages, funding vulnerabilities, and aging infrastructure—with realistic and mission-driven strategies.

This is not just a strategic plan- it's a shared commitment to inclusion, equity, and belonging in the Cowichan Region. The Board of Directors stands fully behind this work. We are confident in the leadership of the Society and deeply grateful to our staff, funders, and community partners who walk alongside us.

There is much to do – and this plan provides a clear and thoughtful path. Thank you for your continued trust and support.

Warm regards,

A handwritten signature in black ink, appearing to read 'Leslie Welin'.

Leslie Welin
Chair, Board of Directors
Clements Centre

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Organizational context

The Clements Centre Society has been a cornerstone of the Cowichan Region for over 60 years, delivering trusted and high-quality services to individuals with developmental needs. With deep community ties, a long-standing tradition of collaboration, and CARF accreditation, the organization is recognized for its commitment to inclusion, dignity, and respect for all individuals. Its mission is to bring hope, belonging, and independence to children, youth, and adults with developmental needs and their families by offering programs and services that promote participation and engagement.

As the Society looks ahead, it is poised to address significant challenges and seize emerging opportunities. Rising housing costs, labour shortages, and competition for skilled staff present ongoing barriers to recruitment and retention, which directly impact the organization's ability to sustain and grow its services. While Clements offers a broad spectrum of programs, key service gaps remain in critical areas such as mental health supports, youth transitioning to adulthood, and services for aging adults and caregivers. Addressing these needs will require innovative solutions and expanded capacity.

Financial sustainability remains a priority as the Society seeks to reduce reliance on government funding. By leveraging its real estate portfolio, exploring earned revenue opportunities, and building capacity for grant-writing and fundraising, Clements can diversify its funding base and create long-term financial stability. These efforts align with the organization's vision of becoming a leader in responsive and community-driven service delivery in the Cowichan Region.

To fulfill its mission and meet the evolving needs of the community, Clements Centre has identified five strategic priorities: enhancing workforce capacity, expanding and optimizing services, strengthening financial sustainability, adopting disciplined real estate decision-making, and deepening partnerships and community engagement. This strategic plan provides a roadmap for achieving these goals, positioning the organization to build on its legacy while addressing the needs of a growing and diverse population in the Cowichan Region.

Strengths, weaknesses, opportunities, and threats

Strengths

- Over 60 years of service, a trusted reputation and deep community ties.
- A broad range of services that meet diverse needs across all age groups.
- A robust real estate portfolio providing both financial stability and future potential.
- CARF accreditation, ensuring high standards of service and operations.
- Long-term, committed staff and leadership, contributing to organizational continuity.
- Strong collaborative relationships with government and community partners.
- Alignment with provincial priorities under the Accessible British Columbia Act, enhancing funding and policy opportunities.
- Deep connections to the Cowichan Region, supported by a tradition of volunteerism and inclusion.
- A diverse and skilled Board of Directors committed to strategic growth and oversight.

Weaknesses

- Difficulty recruiting and retaining staff due to high housing costs and competition with government employers.
- Difficulty recruiting and retaining board members, limits governance capacity and long-term leadership continuity.
- Dependence on provincial and federal funding increases financial vulnerability.
- Operational complexity from managing a growing real estate portfolio and diverse programs.
- Gaps in internal systems, including IT infrastructure and communication, hinder efficiency.
- Service gaps in transitions between children's and adult services, particularly for neurodivergent individuals.
- A lack of proactive leadership development and succession planning.
- Financial challenges in sustaining some programs.
- Limited investment in fundraising and donor development.

Strengths, weaknesses, opportunities, and threats

Opportunities

- Strategic fundraising and revenue diversification to reduce reliance on government funding.
- Leveraging real estate assets for mission-aligned purposes or revenue generation.
- Partnerships with Indigenous communities and local nonprofits to expand culturally responsive and localized services.
- Expanding services to meet gaps, including mental health supports, senior care, and programs for neurodivergent individuals.
- Strengthening public awareness to enhance the Society's visibility and community engagement.
- Building leadership capacity and staff retention through mentorship, professional development, and flexible work models.
- Investing in assistive technologies and hybrid service delivery models to improve accessibility and outcomes.
- Exploring earned revenue opportunities, such as fee-for-service models or facility rentals.

Threats

- Rising costs of operations due to inflation, increased utility rates, and aging infrastructure.
- Workforce shortages driven by housing affordability and competition from urban centers.
- Shifting government policies and priorities, which could affect funding levels and contracts.
- Climate-related risks, such as wildfires, floods, heatwaves, threatening service delivery and infrastructure.
- Increasing competition from other organizations for funding, clients, and skilled staff.
- Public misconceptions about homelessness and developmental disabilities, requiring ongoing advocacy.
- Cybersecurity risks are associated with greater reliance on IT systems.

Statement of reconciliation

Clements Centre Society is committed to reconciliation with Indigenous Peoples and acknowledges its responsibility to respond meaningfully to the Truth and Reconciliation Commission's Calls to Action. This draft statement reflects that commitment and will be finalized in collaboration with Indigenous partners to ensure it aligns with shared values and priorities.

Standing as an overarching strategic priority, this statement is not confined to a single goal or objective. It will guide how the entire Strategic Plan is pursued and be embedded across decision-making, partnerships, and service delivery—shaping how Clements Centre shows up, listens, learns, and acts with accountability and respect.

Clements Centre recognizes that residential schools and other acts of colonization have resulted in broad inequities for Indigenous people in Canada. These inequalities create significant barriers for Indigenous children, youth, adults, and families trying to access programs and services. Clements Centre envisions a community in which all individuals are accepted, valued, and celebrated and acknowledges its responsibility to work towards reconciliation with Indigenous communities.

As part of our commitment to reconciliation, all goals and objectives of this strategic plan will be implemented to honour this commitment and with the overall objective to build and sustain meaningful relationships with Cowichan Tribes and local Indigenous communities.

Continued collaboration with Indigenous communities in culturally responsive ways will allow the organization to better understand community needs, address systemic barriers to accessing services, and support community-led initiatives that align with shared priorities.

Vision, mission, and values

Vision

Clements Centre envisions a Cowichan Region in which all individuals are included, valued, and celebrated.

Mission

We bring hope, belonging, and independence to children, youth, and adults with developmental disabilities and their families by offering programs and services that promote participation and engagement.

Values

Equity: all people have the right to be treated with dignity and respect.

Access: all people have access to needed services that achieve maximal outcomes.

Inclusion: all people are entitled to live and participate as full citizens in the community of their choice with the same rights, obligations, and responsibilities as other citizens.

Agency: all people must have their personal autonomy protected, with every effort made to nurture and enhance self-determination.



Goals

Clements Centre is committed to deepening its impact by delivering exceptional services that empower individuals with developmental delays, disabilities, and support needs. These five strategic goals reflect the priorities for the next five years, addressing critical areas of service expansion, community engagement, workforce sustainability, financial resilience, and capital planning. Together, they position the organization to realize its vision of a Cowichan Region where all individuals are included, valued, and celebrated.

1

Expand services to address gaps and meet the evolving needs of people with developmental disabilities. Expanding access to priority services, including child development therapies, transitional supports, aging-related services, mental health care, affordable housing and through collaboration with Indigenous communities will ensure individuals and families receive the support they need at every stage of life.

2

Deepen partnerships and community engagement to enhance impact. Collaborating with Indigenous communities, not-for-profits, funders, and government strengthens relationships, expands reach, and ensures Clements Centre's voice is heard in policy, funding, and public conversations.

3

Enhance workforce capacity to meet current and future needs. Focusing on recruitment, retention, and leadership development will ensure Clements Centre can maintain a strong, committed team to deliver high-quality services in a competitive labour market.

4

Strengthen financial sustainability through diversified funding. Broadening revenue sources, including new government contracts, philanthropic giving, and community fundraising will provide the flexibility and stability needed to support growth and long-term impact.

5

Establish disciplined, mission-driven decision making for real estate and capital investments. A structured approach to planning, prioritizing, and preparing for capital investments will help maximize the value of the Clements Centre's real estate portfolio and ensure readiness for future infrastructure projects like the Clements Centre Campus.

Goals

Goal 1: Expand services to address gaps and meet the evolving needs of people with developmental disabilities.

Clements Centre Society is committed to expanding services to address critical gaps and meet the evolving needs of the Cowichan Region. Many individuals and families continue to face barriers to timely and appropriate support. By focusing on child development therapies, youth transitioning to adulthood, responding to the needs of aging adults and caregivers, addressing co-occurring mental health and addiction challenges, and strengthening service delivery in Indigenous communities, Clements Centre can ensure continuity of care and meaningful support throughout the lifespan.

1.1 Expand capacity and improve access to reduce wait times for child development therapies (continuing).

By increasing service capacity, addressing space limitations, offering interim group supports for waiting families, and prioritizing advocacy, the Society can reduce delays and improve access to child development therapies. This aligns with provincial priorities and reinforces Clements Centre's role as a leader in community services.

1.2 Develop programs to support youth transitioning to adult services by 2025/26.

Tailored programs for youth with developmental disabilities transitioning to adulthood are a vital preventative measure that improve outcomes and support long-term success. Focusing on youth facing additional barriers during the transition to adulthood, recognizing that not all youth or families require the same level of support during this critical life stage.

1.3 Expand support for aging adults and aging caregivers by 2026/27.

Enhancing programs for aging adults with developmental disabilities and their aging caregivers will address growing community needs. These services will prioritize dignity, well-being, tailored supports and may include partnerships as appropriate to effectively address the unique challenges of aging.

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Goals

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1.4 Enhance services to support individuals with developmental disabilities experiencing co-occurring mental health and addiction challenges by 2027/28.

Meeting the growing needs of individuals with developmental disabilities who face mental health and addiction challenges requires expanded services and fostering partnerships. Addressing these complexities through tailored support, the organization can ensure equitable access to care and improve outcomes for this vulnerable population.

1.5 Collaborate with Cowichan Tribes and other Indigenous communities to strengthen and expand service delivery in their communities (ongoing).

Ongoing collaboration with local Indigenous communities, with a focus on developing and enhancing culturally respectful services, will address evolving needs. This collaboration will support communities to develop their own services or to access the Society's offerings where appropriate, ensuring alignment with their priorities and goals.

1.6 Expand affordable housing for adults with developmental disabilities.

The Clements Centre will collaborate with local municipalities, the provincial government, and private developers to increase access to safe, affordable housing options for people with developmental disabilities. Through strategic partnerships and advocacy, we will encourage inclusive housing and communities that support independence and dignity.

Goal 2: Deepen partnerships and community engagement to enhance impact.

Clements Centre recognizes that collaboration, strong relationships, and an elevated public profile are essential to achieving its mission. This goal focuses on building a robust profile in the community, deepening connections with stakeholders, and advocating for the needs of the Cowichan Region.

2.1 Implement a robust stakeholder engagement strategy to strengthen relationships with funders, donors, and community partners in 2025/2026.

This strategy will foster meaningful connections, ensuring sustained collaboration and long-term support for the organization's programs and initiatives.

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2.2 Establish a dedicated role focused on enhancing the organization's profile and communications to support public engagement in 2027/28.

This role will focus on increasing the organization's visibility, enhancing public outreach, and building community awareness, working collaboratively with the Director of Development to support fundraising and engagement goals.

2.3 Strengthen advocacy efforts to influence policies, funding, and service accessibility for individuals with developmental disabilities (ongoing).

By proactively engaging with policymakers, government agencies, and sector leaders, the organization will be driving policy change, securing sustainable funding, and addressing systemic barriers, ensuring equitable access to services and resources for those who need them most in the Cowichan Region.

Goal 3: Enhance workforce capacity to meet current and future needs.

Clements Centre recognizes that its ability to deliver high-quality services relies on attracting, retaining, and developing skilled staff. Rising housing costs, competition with government employers, and labour shortages in the social services sector pose significant challenges. By addressing these issues creatively and working within the constraints of the collective agreement, the organization can ensure a stable and capable workforce to meet growing community needs over the next five years.

3.1 Maximize hiring flexibility and streamline processes by 2025/26.

Efficient hiring practices, such as conditional offers and flexible onboarding, will allow the organization to compete for talent more effectively.

3.2 Develop a comprehensive recruitment strategy targeting diverse labour pools by 2025/26.

Expanding recruitment efforts to underutilized labour pools will help address workforce shortages. A well-planned strategy will ensure access to a broader range of skilled candidates while reflecting the diversity of the Cowichan Region. This strategy could include exploring partnerships with local organizations or housing providers to address housing challenges that have an impact on staff recruitment.

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Goals

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3.3 **Enhance workplace culture through meaningful recognition, professional growth, and workplace flexibility (ongoing).**

Investing in organizational culture ensures employees feel valued, engaged, and supported in their roles. Initiatives like employee recognition, non-monetary perks, professional development, and career pathing will further enhance recruitment and retention while working within the collective agreement.

3.4 **Establish leadership development and succession planning programs by 2026/27.**

Proactively preparing emerging leaders within the organization will build internal capacity and ensure continuity during transitions. This approach reduces reliance on external recruitment and fosters career progression for existing staff, addressing both immediate and future leadership needs.

Goal 4: Strengthen financial sustainability through diversified funding.

Clements Centre recognizes the importance of expanding beyond its current core government funding to achieve long-term stability and flexibility. By diversifying revenue streams, including new government contracts, community-based fundraising, and philanthropic giving, the organization will be better positioned to respond to emerging needs, invest in strategic priorities, and sustain its impact in the Cowichan Region.

4.1 **Grow community-based fundraising efforts to build local support and raise unrestricted funds (ongoing).**

Through a series of locally focused campaigns, the organization will continue to engage communities across the Cowichan Region to generate flexible, unrestricted funding. These efforts will build momentum and visibility for the organization, strengthen donor relationships, and lay the groundwork for larger infrastructure initiatives, including a future capital campaign.

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Goals

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4.2 **Develop a comprehensive framework to support legacy giving, major gifts, and endowments by 2026/27.**

A well-designed framework will establish the systems, relationships, and strategies needed to grow long-term giving. This will strengthen the Society's financial foundation and secure sustainable support for mission-aligned initiatives.

4.3 **Explore new and diversified revenue opportunities by 2027/28.**

To strengthen financial sustainability, the organization will explore a range of potential revenue opportunities that align with its mission. This may include specialized group homes, fee-for-service initiatives, and new sources of government funding. Diversifying funding in this way will support greater flexibility to respond to emerging needs and reduce reliance on any single funding stream.

4.4 **Launch a multi-year capital campaign for a new Child Development Centre starting in 2028/29.**

In conjunction with ongoing capacity-building and fundraising efforts, the organization will initiate a focused campaign to raise \$5 million to support the development of the Child Development Centre, ensuring resources are secured in alignment with the Society's long-term infrastructure goals

Goal 5: Establish disciplined, mission-driven decision-making for real estate and capital investments.

Clements Centre real estate portfolio is a significant organizational asset—essential to delivering on its mission and adapting to the evolving needs of the Cowichan Region. To ensure these assets are used effectively and sustainably, the organization must take a more structured approach to managing and investing in both current and future properties. A clear decision-making framework, informed by a comprehensive review of the existing portfolio, will allow the Board and leadership to evaluate and prioritize capital projects with confidence, balancing short-term needs with long-term community impact and financial sustainability.

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5.1 Finalize and adopt a real estate and capital project decision-making framework to guide future decisions in 2025/26.

This framework will provide a structured, mission-driven process for evaluating and prioritizing real estate and capital projects. Adopting it as a decision-making guide ensures consistent, transparent, and strategic management of the organization's assets.

5.2 Prepare the Society to effectively execute major capital projects by 2026/27.

Developing internal and external capacity will ensure the organization is equipped to undertake transformative projects, including the Clements Centre campus and Child Development Centre. This includes training, and identifying the key resources and partnerships needed for effective execution.

5.3 Conduct a portfolio-wide real estate review to align properties with program needs and organizational sustainability (underway).

A thorough evaluation of all properties will identify opportunities to better support service delivery, improve alignment with program and community needs, and address properties that may be underutilized or no longer strategically suitable. The review will also consider financial and operational sustainability to guide future decisions around retention, repurposing, or divestment.

5.4 Develop an annual three-year capital planning and investment process for 2026/27.

Implementing a structured planning process will support clear prioritization of capital needs and investments. This annual review will help the Board and leadership balance routine maintenance with strategic infrastructure goals over a multi-year horizon.

5.5 Advance planning and readiness for the Clements Centre campus, including the Child Development Centre by 2027/28.

As the Society's flagship infrastructure initiative, the Clements Campus requires thoughtful visioning, resourcing, and coordination. This objective will ensure foundational work—such as site planning, fundraising, and early design is completed to support project initiation in alignment with long-term goals. It also includes exploring the potential acquisition of the current Clements Centre build which is central to the future campus vision.

Strategic real estate decision-making framework

Clements Centre Society's real estate portfolio supports the organization to deliver on its mission and to meet the evolving needs of the Cowichan Region. This framework provides a structured approach to ensure that all real estate decisions align with the organization's strategic priorities, maximize financial sustainability, and enhance long-term community impact. By incorporating clear principles, decision-making criteria, and evaluation processes, the framework supports informed and mission-driven real estate management.

1. Guiding principles

- Align all real estate decisions with the organization's mission, vision, and strategic goals.
- Prioritize long-term financial sustainability and community impact over short-term gains.
- Ensure decisions are data-driven and informed by professional expertise.
- Incorporate sustainability and accessibility as key considerations for all real estate decisions.

2. Decision-making criteria

Acquisitions

- Does the acquisition address critical service or operational gaps?
- Will the asset enhance long-term program delivery or stakeholder value?
- Are financial risks (cost, maintenance, financing) justified by projected benefits?
- Does the location align with the organization's community presence or strategic growth areas?

Divestments

- Is the property underutilized or no longer aligned with the mission?
- Will divestment free up resources for higher-priority projects or operations?
- Have all potential partnership or repurposing opportunities been explored?
- Does the market timing allow for maximum return on the asset?

Capital investments and upgrades

- Does the upgrade improve operational efficiency, safety, or compliance?

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Strategic real estate decision-making framework

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- Will it significantly extend the life or usability of the property?
- Are funding sources (e.g., grants, partnerships) available or achievable?
- What is the ROI (financial, programmatic, or community benefit) for the investment?

3. Process for decision-making

- **Preliminary analysis:** Conduct needs assessment based on organizational goals and program requirements.
- **Feasibility assessment:** Evaluate financial, operational, and regulatory feasibility using data and expert consultations, including local real estate professionals.
- **Stakeholder engagement:** Consult key stakeholders, including staff, community partners, and Board members, to gather diverse perspectives.
- **Scenario planning:** Develop best-case, worst-case, and most likely scenarios to inform the decision-making process.
- **Board approval:** Present findings, recommendations, and risk analyses for Board review and final decision.

4. Key tools and resources

- **Asset management plan:** Regularly updated plan documenting the condition, value, and strategic importance of each property.
- **Financial models:** Cost-benefit analyses, ROI forecasts, and funding strategies tailored to the decision.
- **Market analysis:** Data on market trends, property values, and competitive landscape.
- **Environmental and social impact assessments:** Ensure decisions align with community and sustainability goals.

5. Monitoring and evaluation

- Implement post-decision evaluations to measure impact against projected outcomes.
- Conduct regular reviews of the portfolio to identify emerging opportunities or risks.
- Maintain a flexible approach to respond to changing market conditions or strategic priorities.

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Strategic real estate decision-making framework

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- Continue utilizing OnBoard Board Management Software, which the Board has already found highly effective, to streamline communication, document sharing, and meeting preparation.
- Build trust through transparent communication and celebrate successes to reinforce the framework's effectiveness.

Governance Framework

Clements Centre Society's governance practices are designed to support the organization's mission, ensure accountability, and promote sustainable growth in the Cowichan Region. The framework prioritizes clear roles, transparent processes, and effective information sharing to enhance decision-making and drive strategic priorities.

1. Guiding principles

- The Board is responsible for strategic oversight, policy development, and ensuring accountability, while operational decision-making is delegated to management.
- Governance practices are designed to enhance efficiency, align with the organization's mission, and support sustainable growth.
- Decision-making authority is clearly defined to minimize overlap and maximize effectiveness.

2. Board roles and responsibilities

- Approve the organization's mission, vision, strategic plan, and annual budget.
- Provide oversight of the CEO, including performance evaluation and support.
- Focus on high-level policy decisions and strategic initiatives while delegating operational matters.
- Monitor organizational performance through regular reporting on financial, programmatic, and strategic outcomes.
- Ensure compliance with legal, regulatory, and fiduciary obligations.

3. Delegation of authority

- **Board-level decisions:** Approval of strategic plans, budgets, CEO appointments, major policies, real estate acquisitions and divestments, and significant capital projects.
- **Management-level decisions:** Operational spending within approved budgets, staff management, program execution, and day-to-day operations.
- **Committee-level decisions:** Specialized recommendations in areas such as finance, audit, and governance, with final decision-making authority remaining with the Board.

4. Streamlined meeting structure

- Transition to bi-monthly Board meetings focused on strategy, performance monitoring, and risk management.

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Governance Framework

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- Utilize executive or committee-level reviews for operational oversight between full Board meetings.
- Implement consent agendas to streamline routine approvals and focus Board discussions on strategic priorities.

5. Board composition and development

- Conduct a Board Skill Matrix to assess gaps in expertise and inform recruitment efforts.
- Recruit Board members with expertise in governance, strategy, finance, and the organization's mission areas.
- Provide regular governance training to clarify roles, responsibilities, and the distinction between strategic and operational matters.
- Conduct periodic Board self-assessments to evaluate effectiveness and identify areas for improvement.
- Implement strategies to support board member retention, including engagement, recognition, and ongoing development.
- Include succession planning to ensure leadership continuity and minimize disruptions during transitions

6. Reporting and accountability

- Develop concise, high-level reporting tools such as dashboards (e.g. the Advocacy Dashboard) for effective Board oversight.
- Establish a clear process for CEO updates, using briefing notes or structured summaries to inform the Board about strategic priorities, financial performance, and risks.
- Empower committees to conduct deeper reviews and provide recommendations to the full Board.

7. Implementation and continuous improvement

- Develop a timeline for transitioning operational approvals from the Board to management.
- Regularly review and refine the Delegation of Authority process to ensure it supports evolving organizational needs.

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Governance Framework

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- Continue utilizing OnBoard Board Management Software, which the Board has already found highly effective, to streamline communication, document sharing, and meeting preparation.
- Build trust through transparent communication and celebrate successes to reinforce the framework's effectiveness.

Stakeholder engagement framework

Clements Centre Society's success is deeply rooted in its strong connections with stakeholders across the Cowichan Region and beyond. This framework provides a structured approach to engagement at the local, provincial, and national levels, ensuring alignment with the organization's mission and strategic goals. By leveraging its established reputation, fostering collaboration, and utilizing data-driven tools like the Advocacy Dashboard, the Society can strengthen relationships, amplify its voice, and maximize its impact in the region and beyond.

1. Guiding principles

- Leverage the organization's community presence to build trust and foster collaboration.
- Use data-driven insights to guide priorities and measure impact.
- Align strategic goals with local, provincial, and national engagement efforts to amplify influence and visibility.
- Promote innovative and sustainable approaches to engagement, ensuring long-term alignment with community needs and goals.
- Ensure engagement efforts respect stakeholders' capacity and resources, fostering meaningful and equitable collaboration.

2. Stakeholder priorities

- **Local engagement:** Strengthen relationships within the Cowichan Region, particularly with Indigenous communities, service providers, other community organizations and local government.
- **Provincial engagement:** Foster partnerships with relevant ministries and agencies, focusing on developmental services, mental health, housing, and Indigenous relations to enhance program delivery and advocate for policy changes.
- **National engagement:** Cultivate relationships with sector leaders, advocacy coalitions, and federal departments to influence policy, access funding, and share best practices.

3. Engagement strategies

- **Data-driven advocacy:** Use the regularly updated Advocacy Dashboard to identify trends, measure progress, and adjust priorities dynamically.

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Stakeholder engagement framework

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- **Tailored messaging:** Craft customized communications for each stakeholder group, aligning with shared values and goals.
- **Collaborative partnerships:** Strengthen alliances with organizations that share similar missions to present unified priorities and increase advocacy effectiveness.
- **Digital engagement:** Leverage digital tools, including the organization's website, social media platforms, and email newsletters, to expand reach and engage diverse stakeholders effectively.
- **Cultural responsiveness:** Ensure engagement strategies align with the cultural priorities and practices of Indigenous communities, fostering trust and collaboration.

4. Local focus

- Host regular town halls, open houses, and events to engage with families, community leaders, and local organizations.
- Partner with local Indigenous communities to support culturally relevant programming and services, including capacity-building initiatives aligned with community priorities.
- Enhance visibility through storytelling, highlighting the impact of the organization's initiatives within the Cowichan Region.

5. Provincial focus

- Work closely with Earnscliffe Strategies to maintain proactive relationships with key government officials and ministries.
- Align proposals with government priorities, emphasizing shared objectives such as supportive housing, integrated mental health services, and employment initiatives.
- Engage in provincial consultations and advocate for policy changes aligned with the organization's strategic goals.

6. National focus

- Participate in national forums, associations, and advocacy campaigns to influence sector-wide policies.
- Publish thought leadership pieces and case studies to highlight innovative practices and impact.
- Develop partnerships with national organizations to access resources and amplify reach.

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Stakeholder engagement framework

7. Monitoring and evaluation

- Use the Advocacy Dashboard to track stakeholder interactions, measure progress, and evaluate outcomes against set goals.
- Implement regular feedback mechanisms with stakeholders to refine engagement strategies and identify areas for improvement.
- Report outcomes to the Board and key stakeholders to ensure transparency and accountability.

8. Implementation and sustainability

- Designate a dedicated team or lead to oversee stakeholder engagement efforts, ensuring consistency and alignment with strategic objectives.
- Strengthen staff capacity in stakeholder engagement and advocacy through targeted training, particularly for senior staff, with a focus on effectively communicating the organization's mission, strategic priorities, and measurable impact.
- Leverage digital platforms to enhance engagement, including Clements social media and website.
- Celebrate milestones and acknowledge stakeholder contributions to build goodwill and sustain momentum.

Appendices

Appendix A: Values statements and meanings

Value statements and meanings

Equity ensuring all individuals have fair access to opportunities, resources, and support tailored to their unique needs and creating an inclusive environment where everyone can thrive and participate fully in community life.

It means actively seeking diverse input in decision-making, allocating resources based on need, providing personalized support, respect and understand diverse cultures, eliminate biases and discrimination, communicate transparently, commit to continual learning, ensure accountability for equity, advocate for marginalized groups, and create safe, inclusive environments where everyone feels valued and respected.

Access ensuring all individuals obtain the services, resources, and supports they need.

It means identify and eliminate barriers, provide clear information, design inclusive services, offer help, ensure availability, simplify processes, listen to needs, promote awareness, adapt environments, and encourage participation to ensure everyone can access and benefit from resources and opportunities.

Inclusion creating a welcoming and supportive environment where all individuals are fully embraced and actively involved in all aspects of the Society's activities.

It means remove barriers, provide clear information, design inclusive services, offer help, ensure availability, simplify processes, listen to needs, promote awareness, adapt environments, encourage participation to ensure universal access and benefit from resources and opportunities.

Agency ensuring all individuals actively participate in decision-making, advocate for themselves, and control aspects of their lives.

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Appendices

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It means encouraging and supporting individuals to make their own choices, build confidence in their ability to control their lives, provide the necessary knowledge for informed decisions, support self-advocacy, recognize and build on their strengths, promote independence, facilitate leadership opportunities, respect their decisions and preferences, encourage risk-taking, and ensure access to essential resources and support.

Drafted July 2024 by Clements Centre Society

Appendices

Appendix B: Context and environmental scan

Context and environmental scan – see attached file.